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UNITED NATIONS DEVELOPMENT FUND FOR WOMEN

STRATEGY AND BUSINESS PLAN 2000-2003

Addendum

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TABLE 1. SAMPLING OF RESULTS ACHIEVED

IN THE UNIFEM STRATEGY AND BUSINESS PLAN, 1997-1999

Objective 1
Increase options and opportunities for women, especially, those living in poverty, through focused programming on the three thematic areas

The present section deals with results achieved in fulfilling the overall objective of UNIFEM work in line with the organization's mandate. Since UNIFEM programme strategy is designed and guided by an empowerment framework, covering work in three thematic areas that is guided by five strategies, the results are presented to portray these linkages clearly.

Strategy I
Advocate for the leveraging of political and financial support

Immediate results	
General: ♦ Increased political will ♦ Expanded awareness of gender inequality and mechanisms to address it.	**Specific:** **Economic empowerment** ➢ Increased understanding of the impact of globalization on women workers in the informal sector. **Governance and leadership** ➢ World Science Conference declaration engendered to reflect the role and potential of women's participation in science and technology. ➢ Declaration on gender equality signed by Southern Africa Development Community (SADC) Heads of State (1997). ➢ Sensitization of Governments, policymakers and civil society on gender implications in the national budget-formulation process led to increased government commitment to gender-sensitive budgeting in Southern Africa. ➢ A Memorandum of Understanding signed with the Government of Mongolia to implement the Beijing Platform for Action. **Women's human rights and the elimination of violence** ➢ Awareness-creation worldwide achieved through the Inter-Agency Global Videoconference "A World Free of Violence Against Women", held on 8 March 1999 in the General Assembly. ➢ Posters promoting women's rights distributed to 40,000 police stations in India.

General:	Specific:
Medium-term results ♦ New and increased resources for gender equality ♦ New or strengthened legislation and policies to support gender equality ♦ Stronger implementation of international agreements	**Economic empowerment** ➢ Increased awareness of women's constraints and opportunities at the Microcredit Summit led to a significant increase in the number of poor reached, amounting to over 12 million people as of September 1999, of whom 70 percent are women. ➢ ILO Home Work Convention to protect the rights of home-based workers adopted through collaboration with Homenet and ILO. ➢ $16.0 million leveraged for 30,000 women with loans in Latin America and partnership strengthened between microfinance and commercial banking institutions. ➢ $2.5 million women's empowerment programme in Asia launched by UNDP, drawing on UNIFEM experience in the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), political empowerment, and science and technology. **Governance and leadership** ➢ National Strategies and Action Plans for mainstreaming gender into all government planning and policy-making processes developed by newly established national women's machineries in Jordan, Lebanon, Syria, Yemen and the Occupied Palestine Territories. ➢ Integration of the national gender strategy and action plan into Jordan's socio-economic development plan, 1999-2003. ➢ The Political Coordinating Office of Ecuadorean Women incorporated gender in public policies and ensured that the new national Constitution recognized the rights of Ecuadorean women. ➢ Leveraged $1.4 million for the Southern Caucasus project. **Women's human rights and the elimination of violence** ➢ UNIFEM-led inter-agency regional campaigns to eliminate violence against women with participation of United Nations system partners (Habitat, ILO, OHCHR, UNDP, UNFPA, UNICEF, UNV, WHO, the regional commissions, etc.) resulted in resource mobilization and action from a large number of state and non-state actors, including central and local government agencies, criminal justice and law-enforcement officials, the donor community, NGOs, alternative and mainstream media, educational institutions and women's, men's and youth groups. ➢ Revision of laws discriminating against women or allowing impunity for gender-based violence, and enactment of new legislation introduced in countries throughout the world (e.g., law against violence affecting women and families enacted in Venezuela; law against domestic violence approved in Bolivia). ➢ Government of Jordan committed to establish a shelter for abused women.

	➢ Interministerial Community Pact against Intrafamily Violence sponsored in Brazil by the Ministry of Justice. ➢ Advocacy by women's groups contributes to the introduction of the definition of rape as a war crime in the Statute of the International Criminal Court. ➢ Women's shelters in Brazil supported by the Government in the amount of $10 million.

Strategy II
Building new partnerships

Immediate results	
General: ♦ New constituencies involved and sectors mobilized ♦ New skills developed to support women's empowerment and rights	**Specific:** **Economic empowerment** ➢ Women shea-butter producers improved the quality of their products to make them competitive in international markets. ➢ Increased media attention to women's productive work in Pakistan. ➢ Government of India and NGOs collected data in various economic sectors to develop a social security system. **Governance and Leadership** ➢ Capacity-building strategy links West African mayors, trade unionists and parliamentarians. ➢ The Beijing Platform for Action disseminated in rural areas in 15 countries in Africa after translation into local languages. ➢ Statistics engendered in eight Asian countries as a result of the dialogue promoted between users and producers. ➢ Regular dialogue between Governments and NGOs in South Asia facilitated through biannual ministerial-level conferences to review progress and exchange ideas on effective strategies for the implementation of the Platform for Action. ➢ Tripartite groups - Governments, civil society and the United Nations - established within the Southern Cone in Latin America to monitor implementation of the Platform for Action. **Women's human rights and the elimination of violence** ➢ Increased involvement of men's groups in addressing gender violence. ➢ Increased capacity of national machineries and NGOs to prepare reports on CEDAW implementation in five countries, and enhanced cooperation between state and non-state actors on CEDAW.

	➢ Increased involvement of private sector companies such as Avon and Petrobras in supporting gender equality. ➢ Dialogues facilitated between academics, government representatives, religious leaders and advocates from Islamic countries to discuss Shari'a law in relation to CEDAW in Jordan. Dialogue initiated regarding reservations and ratification of the Convention. ➢ Police protocol for cooperation with crisis centres endorsed by the Association of Caribbean Police Commissioners. ➢ Youth activism against gender violence became more visible through essay and poster contests relating to the Inter-Agency Campaign to End Violence Against Women.
General: **Medium-term results** ♦ Partnerships strengthened in support of gender equality ♦ Improved availability of data and indicators for effective implementation, monitoring and follow-up to international agreements on gender equality	**Specific:** **Economic empowerment** ➢ Collaborated with Women in Informal Employment Globalizing and Organizing (WIEGO) for recognition and valuation of home-based work in the UNDP Human Development Report and in the World Bank World Development Report. ➢ Increased inputs from women's groups solicited from Governments during consultations on Lomé 2000 in the Pacific. **Governance and leadership** ➢ Engendered data collection through the training of South Asian census enumerators in collaboration with UNICEF and UNFPA, and with active involvement of NGOs in training activities. ➢ Adoption of a unified strategy and action plan for mainstreaming gender and its coordinated implementation through partnership between national women's machineries and NGO committees in Jordan, Lebanon, Syria, Yemen and the Occupied Palestine Territories. ➢ Memorandum of Understanding signed with the United Arab Emirates Women's Union to develop a National Strategy for the implementation of the Beijing Platform for Action. ➢ Gender-sensitive data and indicators developed by statistical data users in Cuba and Mexico for designing public policies and programmes. **Women's human rights and the elimination of violence** ➢ More than 45 villages in Senegal committed to ending female genital mutilation (FGM), and presidential decree issued in Senegal to ban the practice of FGM.

Strategy III
Capacity building for Governments, NGOs and UN partners

Immediate results	
General:	**Specific:**
♦ New skills developed to support women's economic and political empowerment and rights ♦ Women's economic and political leadership and decision-making increased	**Economic empowerment** ➢ In Zimbabwe, training in roof-tile and soil-block production resulted in the placement of orders by the Government and private sector. ➢ Participation in the SADC Women's Expo in Africa increased capacity of women from 13 countries in learning how to assess quality, price, and package and advertise products. ➢ Participation in the Women's International Fair in Asia led to an increase in women's capacity to explore market linkages, new technologies, and alternative sources for financing. ➢ Mayan women's entrepreneurial skills developed in Mexico, leading to the creation of bee-keeping and embroidery groups to enhance women's incomes. ➢ Development of gender-sensitive business counselling services in Lebanon and the Occupied Palestinian Territories led to linkage of women in the informal sector to credit and vocational training programmes. **Governance and leadership (clusters: media together, politics together, etc.)** ➢ Women in Burundi, Colombia, Guatemala, Rwanda, Somalia, Sri Lanka and Sudan increased participation in formal and informal peace-building and conflict-resolution initiatives as a result of training. ➢ Media professionals and executives in Latin America and Africa sensitized to gender issues after receiving gender training. ➢ Aspiring women politicians in Nigeria and the Pacific Islands able to develop effective media campaign strategies and to break down media stereotypes of women politicians. ➢ India's ninth five-year plan engendered with support from local women's organizations. ➢ Increasing number of South Pacific women candidates contesting the elections and gaining representation in Parliament after receiving training in developing campaign platforms and strategies. ➢ Increased gender awareness among staff of the justice system in India and in the Andean

	region after introduction of gender-sensitive training modules. ➢ Expanded outreach to remote and isolated communities of the Andean region. **Women's human rights and the elimination of violence** ➢ Increased capacity of Governments and non-state actors to apply women's human rights covenants and instruments to legislative, normative and executive processes through various human rights advocacy and training materials produced and disseminated to them. ➢ The Capacity of women's groups is developed, to promote women's human rights in conflict-affected countries (e.g. Burundi, Republic of Congo, and Pakistan) trained through the Trust Fund to Eliminate Violence Against Women. ➢ Capacity to link implementation and monitoring of CEDAW at the local- and global-levels increased through training of activists from more than 50 countries and facilitating their direct work with the CEDAW committee. ➢ 10 village communities in Senegal incorporated CEDAW and women's human rights in their daily life, and promoted the abandonment of FGM. ➢ Increased capacity of NGOs and national machineries in South Asia, Latin America and the Caribbean in reporting to the CEDAW Committee. Increased coverage of issues relating to CEDAW and women's human rights by media professionals in the Caribbean as a result of training.
General: **Medium-term results** ♦ New structures established to carry on work and monitor accounta-bility ♦ Strengthened women's networks and organizations that	**Specific:** **Economic empowerment** ➢ Steering Committee for women in business and women's desk established in Inter-governmental Authority on Development (IGAD)(Kenya). ➢ High-level official advisory group created by Southern Common Market (MERCOSUR) Ministers to advise on the design of public policies for gender equality. ➢ MegaMarket '98 led to the establishment of the Caribbean Association of Women Entrepreneurs. ➢ Creation of the South Asia Network of Women Entrepreneurs to assist women with access to market and technology. ➢ Microcredit collective created and registered in India, providing self-help groups with access to credit. ➢ MicroFinance Institutions' Forum founded in the West Bank to coordinate credit programmes. ➢ Women cotton farmers in Nepal transformed their informal organization into a legal entity that can secure financial services from the Government and claim a place on the Cotton Development Board.

represent women's interests ♦ Women's role in crisis situations recognized and supported	➢ The Domestic Workers' Association of Ecuador granted legal status by the Ministry of Labour. **Governance and leadership** ➢ Federation of African Women's Peace Networks established, comprising groups from 16 countries in Africa. ➢ Asia-Pacific Economic Cooperation (APEC) Women's Leadership Network formed leading to introduction of gender orientation in all APEC Senior Officials' meetings. ➢ Reinstatement of the Ministry of Women in the Muslim State of Jigawa, Northern Nigeria after UNIFEM-sponsored gender-training workshop. ➢ National women's machineries established in Lebanon, Syria, and the Occupied Palestine Territories. ➢ A gender-audit mechanism involving local women's organizations established in India, and gender issues highlighted in the country's ninth five-year plan. ➢ Formation of the South Asian Association for Regional Cooperation (SAARC) Women for Peace network in South Asia, with membership from over 60 NGOs. ➢ Gender desk established in the Rwandan Parliament. ➢ Eight out of 27 women running for parliament in Fiji elected, five of whom were appointed to Cabinet Minister posts, including a Deputy Prime Minister. **Women's human rights and the elimination of violence** ➢ Trust Fund in Support of Actions to Eliminate Violence Against Women established at UNIFEM, supports projects globally based on a joint inter-agency apprraisal process. ➢ Creation of a new regional monitoring network of NGOs on CEDAW in South and South East Asia.

Strategy IV
Piloting new and innovative approaches

General:	Specific:
♦ Deeper understanding of what supports and impedes gender equality created ♦ New methodologies adopted to strengthen the economic and political role of women	**Economic empowerment** ➢ Government and NGO partners piloted gender budgeting in South Africa. ➢ In Zimbabwe, a project enabled women beneficiaries to acquire and own land using their established business as collateral. ➢ Food-processing projects in African and Mayan regions developed and linked to related activities undertaken by women in other parts of the food industry. ➢ Gender-sensitive business skills training methods introduced and institutionalized in Western Asia. ➢ Government of India developed a methodology for the incorporation of home-based work in the national sample survey. **Governance and leadership** ➢ Establishment of a website for African women in politics. ➢ Governments in Egypt, Jordan and Yemen adopted the women-in-development (WID) initiative approach. **Women's human rights and the elimination of violence** ➢ Creation of zero tolerance zones, community pacts against violence against women, development of protocols for cooperation between the police and crisis centres, and other innovative pilot initiatives conducted to eliminate violence against women under the aegis of the Trust Fund. ➢ Awareness of violence against women raised through use of alternative media strategies such as theatre, dance and music.
General: **Medium-term results** ♦ Increased requests for replication ♦ Increased use	**Specific:** **Economic empowerment** ➢ A show of interest from other countries in Africa to replicate South African gender-budgeting initiative. ➢ Replication of Burkina Faso shea-butter project in Benin. ➢ New economic empowerment programmes designed in Central and Eastern Europe and the Commonwealth of Independent States based on development experiences from other regions.

by decision-makers of good practices and lessons learned on women's empowerment approaches	➢ Pilot demonstration units for small- and medium-scale food-processing industries established in Romania under a joint UNIFEM/UNDP project. **Governance and leadership** ➢ Gender-management system set up in Saint Kitts to facilitate the design, implementation and monitoring of gender-sensitive policies and programmes. ➢ An adapted version of the food technology contest piloted in the Andean region being implemented in Mexico and Brazil. **Women's human rights and the elimination of violence** ➢ Pilot television programme in Thailand reaching 1 million households and educating viewers on a wide variety of issues relating to violence against women. Frequency of the programme increased from two to three times a month by popular demand. ➢ Request to develop a police-training curriculum in India.

Strategy V
Building an operational knowledge base to influence gender-mainstreaming

General:	Specific:
♦ New approaches identified to documenting and disseminating lessons learned ♦ Knowledge networking facilitated among stakeholders	**Economic empowerment** ➢ Advisory committee and preparatory process launched to support preparation of UNIFEM flagship publication "Progress of the World's Women", documenting progress in the implementation of the Platform for Action, and in the promotion of women's economic rights in an increasing globalized world. ➢ Publications outlining strategies for engendering international trade policies shared with key partners. ➢ Statistical study on rural women in Colombia used by the Ministry of Agriculture for the development of public policies. **Governance and leadership** ➢ Successful strategies for women's leadership development identified at a round-table discussion between donor partners, women leaders from around the world and United Nations partners. ➢ Publication and dissemination of an information database on women journalists in West Africa.

	Women's human rights and the elimination of violence ➢ < End-violence> electronic discussion list attracted more than 2,000 participants and created an innovative inventory of lessons learned and successful strategies. ➢ Support secured from private foundations to document lessons learned from implementation of Trust Fund activities and to identify the most effective methods and good practices to eliminate violence against women.
Medium-term results ♦ Increased sharing of experiences across regions	**Economic empowerment** ➢ Drawing from experiences gained in Bangladesh, new microfinance projects started and networking capacity built within Microfin Afric. ➢ Development of programmes on home-based workers in Latin America based on the lessons learned from Asia and the Pacific. Caribbean islands and Pacific islands collaborated on strategies for the involvement of NGOs and for advocating gender-sensitive trade policies relating to the Lomé Convention. ➢ Experiences of selected women leaders working to promote sustainable peace in various conflict areas of the world documented and disseminated. ➢ Request received for replication in Belize of the gender-management system that was introduced in Saint Kitts. ➢ Experiences gained in the Southern Cone of Latin America to create tripartite groups (governments, civil society, and the United Nations) to monitor Platform for Action implementation replicated in the Central and Eastern Europe and the Commonwealth of Independent States region. ➢ Training methods and manual developed in the Pacific for women's political empowerment adapted for the Central and Eastern Europe and the Commonwealth of Independent States region. **Women's human rights and the elimination of violence** ➢ Regional inter-agency campaign begun in Latin America/Caribbean and replicated in Africa and Asia.

Objective 2
Strengthen the capacity of the United Nations system to support women's empowerment and gender-mainstreaming in its policies and programmes

A major thrust towards achieving this objective came from the UNIFEM programme to establish a network of gender advisors and gender specialists to support the resident coordinator system in engendering the United Nations reform process and in follow-up to Beijing. Five of the projected 10 senior UNIFEM gender advisors have been placed, and 18 of the 20 projected UNV gender specialists, who are jointly backstopped by UNV, UNIFEM and UNDP, have been placed. In addition, UNIFEM and UNFPA developed a partnership to strengthen synergy between the implementation of the International Conference on Population and Development (ICPD) and Beijing. UNIFEM is backstopping 10 gender population and development advisors who are part of the UNFPA Country Support Teams (CSTs).

Strategic areas of work	Results achieved	Outstanding issues
Provision of support to the UNDG to mainstream gender into the United Nations reform process at the policy level	Short and medium term results ➢ Inter-agency input through the UNDG Sub-Group on Gender resulted in engendering of CCA, UNDAF and resident coordinator report guidelines. ➢ Indicator guidelines highlighted need to disaggregate data by sex in all situations, not only "when appropriate".	
Strengthened support to the United Nations operational activities for development	➢ UNDAF documents in Ghana, India, Kenya and Senegal, included strong gender components as a result of the work of UNIFEM gender advisors and regional programme advisors. ➢ Gender-perspective emphasis in UNDAF led to gender being the focus of first programme developed under UNDAF in Ghana, with the UNIFEM Gender Advisor playing a central role in formulation and implementation ➢ A United Nations Coordination project under UNDAF funded by the United Nations Foundation in Mozambique, and being co-executed by UNFPA and UNIFEM.	➢ Need for building capacity of United Nations country teams in gender-mainstreaming. ➢ Initiate mechanisms to support field-based thematic groups on gender by UNDG Sub-Group on Gender.

Increased support to the resident coordinator system in mainstreaming gender into the United Nations reform process and follow-up to Beijing.	➢ Placement of 5 of projected 10 UNIFEM gender advisors in Africa, Latin America and Asia. ➢ Placement of 18 UNV gender specialists as a result of strong collaboration between UNDP, UNV and UNIFEM. ➢ Gender advisors are increasingly recognized as experts on gender issues in the United Nations system and in the host country government apparatuses. ➢ CCAs engendered through the role played by gender advisors and RPAs in China, Guatemala and Rwanda ➢ Strong partnerships established between grass-roots and the United Nations organizations in the development and implementation of a gender programme in Ghana.	➢ Resource mobilization needed for recruitment of additional gender advisors. ➢ Issue of sustainability of UNV gender specialists programme yet to be addressed.
Strengthening of partnerships with UN agencies	➢ UNIFEM/UNAIDS partnership expanded with six-country pilot projects to address gender and HIV/AIDS challenges which sparked catalytic processes enhancing understanding of gender dimensions of the epidemic, generating public debate on ethical concerns within a rights-based approach, generating good practices on empowering women to negotiate safer sex. ➢ UNIFEM and UNFPA developed close and viable partnership in providing technical backstopping in gender, population and development to eight UNFPA Country Support Teams.	➢ Development of modalities to create partnerships and execute projects for other multilateral organizations, including UNDP, the World Bank and development banks.

Objective 3

Strengthen the Fund's effectiveness by incorporating the principles of a learning organization and building strategic partnerships that enhance field-based operations

In developing activities towards this objective, UNIFEM strengthened the awareness and understanding of staff and partners with regard to the methods and changes required to become a learning organization. Different approaches to knowledge management, use of new information/communication technologies, and organization of inter-agency initiatives were undertaken to generate good practices and lessons learned, as well as to identify gaps and challenges to achieving women's empowerment and gender equality. UNIFEM experience in organizing on-line discussions and conferences, its undertaking of thematic and programme evaluations, and its continuation of regular strategic planning enhanced these efforts.

Strategic areas of work	Results achieved	Outstanding issues
Innovative use of new information/ communication technologies to increase knowledge, partnerships, and constituencies.	Short and medium-term results ➢ Strategic partnerships with the World Bank and the Educational Development Centre in launching the "end-violence" on-line discussion list, which became a model for electronic conferences on the 12 critical areas of concern from the Beijing Platform for Action undertaken through WomenWatch. ➢ Inter-agency global video-conference reached more than 20 countries and resulted in the production of a widely circulated information kit that described the organizations anti-violence activities of the United Nations. ➢ UNIFEM visibility as knowledge provider on key strategies to end violence against women increased significantly through expanded media coverage, including a CNN programme "Insight" broadcast to over 200 countries, showcasing UNIFEM work on domestic violence; UNIFEM Public Service Announcements broadcast on CNN; 85,000 hits to website registered on bi-weekly basis, etc.	➢ Capacity to innovate with ICTs and use them for organizational learning is limited by information systems of UNDP and the United Nations.

Development of models of strategic partnerships, particularly with multilateral organizations, private-sector organizations, programme countries, donor Governments, media, and women's networks	➢ **Private-sector donors such as the MacArthur Foundation and the United Nations Foundation, provide support to the learning component of the Trust Fund. Support also provided by the United Nations Foundation for a multi-year project to strengthen the interactive component of WomenWatch as a way of generating widespread participation in planning for the five-year review of Beijing** ➢ **Private-sector corporations in programme countries such as Brazil and India approached UNIFEM for advice and joint sponsorship of activities in support of gender equality.** ➢ **Signing of Memorandum of Understanding to implement Platform for Action with Mongolia, the first MOU with a national government.**	➢ **Development of contractual relationships slowed by the need to consider legal implications of these types of partnerships.**
Enhancement of staff understanding of organizational culture and systems needed to support comprehensive learning and knowledge management	➢ Development of staff capacity-building strategy in order to support organizational learning. ➢ Regular strategic planning undertaken at global and regional levels to monitor progress on achieving results and to share organizational lessons learned.	
Development of new partnerships to make accessible good practices and lessons learned, as well as identify gaps and challenges in achieving gender equality.	➢ Outline and initial chapters of a new biennial UNIFEM flagship, Progress of the World's Women, developed by global team of economists and gender specialists. ➢ United Nations system-wide database on good practices in implementing the Platform for Action designed by task force led by UNIFEM/UNDP and involving UNFPA, UNICEF, HABITAT and DAW, and endorsed by the Inter-Agency Committee on Women and Gender Equality.	➢ Systems need to be put in place to invite staff to be innovative and to develop new models - this entails a steep learning curve and openness to learning from mistakes.

Objective 4
Ensure that UNIFEM personnel and financial and programme management systems support the goals and programmes of the organization effectively and efficiently

In a constantly changing world, an organization needs to adopt flexible rules and procedures, which allow it to respond to emerging needs with innovative approaches. It needs to be able to identify new requirements and learn to respond to them. At the same time, an organization needs to combine clear and effective operational modalities with reliable management and control systems to maintain accountability in the use of its resources. Under this objective, UNIFEM intends to meet these challenges.

1. Ensure that UNIFEM efficiently recruits and retains the staff it requires to deliver its mandate	• UNIFEM resourced with staff whose competencies match the programmatic and operational requirements of the Fund • Job descriptions and post classifications accurately reflecting the nature and level of tasks to be performed • Staff continuing to perform optimally within agreed performance parameters and deriving continued professional satisfaction from their tasks and responsibilities • UNIFEM staff commensurate in terms of numbers, competencies and assignment location with the substantive requirements of the Fund and the overall income situation	• UNIFEM posts filled in a timely manner, as and when needed, with minimum vacancy time • Job descriptions and post classifications being kept up-to-date • 360 degrees performance appraisal systems implemented • UNIFEM field presence expanded in numbers and locations for better coverage of programme countries • Strengthened substantive competencies of staff at headquarters with concomitant reduction of programme support functions
2. The human resources of UNIFEM developed and matching programmatic requirements	• UNIFEM staff competencies upgraded both in sustantive programme areas and in procedures/operational modalities, to meet organizational requirements (selected topics for	• Staff development needs analysis conducted • Staff development plan formulated and implemented

	➢ Agreement reached with UNDP on distinction between (a) internal/ rotational posts to be filled in the context of UNDP reassignment exercises and (b) external/specialist posts to be filled through external recruitment and limited to services to UNIFEM.	
Revision of UNIFEM operational modalities to streamline projects and programme portfolios	<u>Immediate results</u> ➢ Adoption of the partial funding formula set out in the annex to Executive Board decision 97/4, in which the Board endorsed the methodology allowing UNIFEM to programme on the basis of estimated current year income and a percentage of expected future income. This facilitated planning of larger projects and programmes. ➢ Programme approach adopted, resulting in UNIFEM reducing the number of projects from 174 (1994-1996) to 168 (1997-1999), despite a 52 percent increase in income between the two periods. Average project size increased from $174,334 to $275,232. ➢ All UNIFEM staff at headquarters and in the field trained in results-based management. ➢ Project/programme documents format revised to reflect the principles of results-based management. <u>Medium-term results</u> ➢ Adoption of results-based management principles by the organization. All programmes and projects, as well as other corporate, unit or individual activities and plans are now based on the principles of results-based management.	➢ Full application of the programme approach constrained by the limited resource base of UNIFEM. Comprehensive programmes have been developed, but can be fully implemented only after a major resource mobilization drive. ➢ Provision of training in results-based management for newly recruited staff. ➢ Definition of reliable, relevant and attainable indicators initiated and in the process of consolidation.

Introduction of a management information system to facilitate and coordinate the work of the organization	<u>Short-term results</u> ➢ Integrated Management Information System (IMIS) replaced the UNDP general ledger system on 1 January 1999. ➢ Staff trained in IMIS operations. ➢ Introduction of the Financial Information Management System (FIMS) on 1 January 1999 to record programme allocations and delivery. ➢ Field offices linked to headquarters through the UNDP intranet. ➢ Introduction of a new project classification system responsive to UNIFEM needs. <u>Medium-term results</u> ➢ UNIFEM income and disbursement recording systems made Y2K compatible. ➢ UNIFEM transactions now being processed electronically. ➢ Following introduction of FIMS, staff are able to obtain up-to-date information on income, allocations and disbursement trends, facilitating sound budget and programme management.	➢ IMIS requires considerable investment of time and training of staff in its use. ➢ Selected field offices still unable to access intranet. ➢ Management Information System linking programme to finance requires interface with UNDP; corporate software yet to be fully developed. ➢ Automatic data transfer for transactions in the field still being developed by UNDP. ➢ Programme staff still to receive full FIMS training from UNDP to enable them to manage their portfolios autonomously.

Objective 5
Build a larger and more diversified resource base

The Strategy and Business Plan, 1997-1999 initially projected an increase in the level of support for UNIFEM from $17.2 million in 1996 to $19.3 million in 1997, $29.3 million in 1998 and $39.3 million in 1999. Close monitoring of income and expenses led to a downward revision of these projections by the end of the first year. An estimated $24.3 million in resources are anticipated as actual income for 1999. However, when taking into account funds managed that are not reflected in UNIFEM income (e.g., for UNFPA, Government of Brazil, etc.), the UNIFEM portfolio reflects an amount in excess of the $28 million. As a result, UNIFEM has achieved a healthy and sustainable growth rate over the plan period while avoiding undue strain on its staff resources and maintaining the standards of quality and responsiveness to its stakeholders to which it feels bound.

Strategic areas of work	Results achieved	Outstanding issues
Increase UNIFEM resource base	Immediate results ➢ UNIFEM resource base increased from $17.2 million in 1996 as follows: 1997 $19.3 million (+12%) 1998 $20.8 million (+ 8%) 1999* $24.3 million (+17%) *estimate Over the SBP period, overall increase in resources was 41 percent. Medium-term results UNIFEM resource outlook for future years confirms continued growth trend in resources.	

Diversify UNIFEM resource base	Immediate results ➢ Increased resources mobilized from the private sector, including $0.7 million in 1998 and $1.7 million in 1999 from the United Nations Foundation; $1.5 million committed by the United Nations Foundation for the year 2000. ➢ Increased contributions to the Trust Fund to Eliminate Violence Against Women from $0.6 million in 1996 to $1.2 million in 1999. Over the SBP period, contributions to the Trust Fund amounted to $3.7 million. Increased commitments received from various foundations and other funding sources for UNIFEM projects ($350,000 from McArthur Foundation, $217,000 from the AgFund, and $512,800 from Ford Foundation).	➢ Opportunities to mobilize significant resources at field level from the private sector limited by existing regulations. As a result, nearly $2 million were lost from the Inter-American Development Bank, Avon and other new sources.
Develop new partnerships resulting in UNIFEM being able to mobilize additional resources	Immediate results ➢ UNIFEM executing UNFPA-funded projects amounting to $0.6 million in 1997, $2.8 million in 1998 and $2.5 million in 1999, and UNAIDS-executed projects amounting to $126,500 in 1999. ➢ UNIFEM able to mobilize $594,000 in 1998 and $776,000 as cost-sharing from the Government of Brazil. ➢ UNIFEM National Committees oriented to and consulted on plans to phase out committees that fail to generate at least $10,000 annually and/or contribute meaningfully to UNIFEM visibility and resources. Medium-term results ➢ Partnership developed with UNFPA and UNAIDS for which UNIFEM executes selected project in its area of comparative advantage	➢ Similar agreement with UNDP, that would allow UNIFEM to execute UNDP-funded projects still outstanding.

	➢ Partnership developed with the Department for International Development (DFID) of the United Kingdom, committing UNIFEM to the production of results in agreed priority areas in exchange for a commitment by the donor to increased contributions over future years.	➢ Similar agreements with other selected donors still under negotiation.

TABLE 2. STRATEGY AND BUSINESS PLAN, 2000-2003:

SELECTED AREAS OF SUPPORT

Objective 1
Increase options and opportunities for women, especially those living in poverty, through focused programming in the three thematic areas

(a) Economic empowerment and rights

Economic empowerment of women is a key strategy in the fight against poverty and economic insecurity. UNIFEM activities in this area include engendering macro policies and intermediary institutions, promoting economic rights and responsibilities, strengthening women's organizations, and building women's asset base. In addition to outlining the intended outcomes under each of the four areas, the types of indicators that UNIFEM will seek to measure performance and monitor the achievements are also included.

1. Strengthening women's economic capacity, rights and sustainable livelihoods as entrepreneurs, producers and home-based workers (micro level)	• Increased awareness of barriers and opportunities for women's participation in the economy • Greater understanding of women's contributions to national wealth • Reduction in the number of women in poverty through participation in viable economic activities • Increased access to markets, networks, financing and information technology • Enhanced ability of women to diversify to new and growing economic areas • Increase of productive employment in formal and informal sector • Increased gender equality with respect to labour-market opportunities	• Availability of data on the obstacles and opportunities for women's participation in the economy • Availability of credit facilities for women • Number of small- and medium-scale enterprise owned by women • Level of employment in non-traditional areas • Visibility of women's products in strategic trade fairs and markets • Number of women introducing their products to broader markets • Level of prices negotiated, number of orders received, product quality control and number of items sold • Level of income and profit for women and women-owned

Strategic area of support	Intended outcomes a/	Indicators
		enterprises • Number/ratio of women in labour market
2. Building women's economic literacy and leadership to participate and shape all types of markets - (labour, land, finance, goods)(micro level)	• Improved awareness by women of their economic rights • Increased understanding by women of trade and economic policy-making processes and their impact as well as of ways to influence them in their favour • Enhanced ability to advocate for policy and legislative reforms to increase access to productive resources • Advancement of young women leaders and entrepreneurs into positions of responsibility and leadership • Increased participation of women in influencing and shaping trade negotiations and policies, national budgets and social security agendas • Increased recognition, visibility and valuation of women's work • Narrowing of income differentials from gender bias.	• Extent to which women are in dialogue with key economic and trade actors, including local, regional, national and transnational deliberations and agreements on trade, budgets, etc. • Level of integration of recommendations by gender groups/structures into economic policy-making • Level of consistency in the collection and use of data on women's work and economic contribution • Number of women, including younger women, in economic leadership and decision-making positions • Data on gender disparities in income
3. Strengthening and building capacity of women's networks and business associations locally, nationally and internationally to address feminized poverty, increase women's bargaining power, and secure fair and better deals for women in all types of markets (meso level)	• Increased awareness by women's organizations of constraints, rights and opportunities for women's economic empowerment • Stronger constituencies and networks to leverage political will for women's equal participation in economic decision-making	• Number of women/groups active in advocacy work for women's economic rights and empowerment • Recognition and visibility of women's organizations by the public at large • Legislation enacted to ensure equal participation in the economy of women

	• Stronger alliances with civil society organizations (CSOs) and people's movements • Improved strategic partnerships with the private and public sectors • Greater access of women to new and better markets	
4. Promote enabling institutional legal and regulatory environment for women's equal ownership and access to economic resources and assets such as land, finance, property, social security (meso level)	• Greater gender sensitivity among delivery institutions and decision-makers in public and private sectors • Gender-sensitive census data to reflect women's contribution to the economy • Engendering of national budgets and statistical systems • Stronger capacity of organizations to respond to the needs and priorities of women living in poverty • Formulation of appropriate public policies that provide for equal access to and ownership of productive resources including access of indigenous and peasant women to land ownership • Improved mechanisms and responses to eliminate all forms of discrimination and violence in the workplace	• Inclusion of gender issues in strategic plans of government and multilateral key partners • Availability of time-use measurement data to reflect the division of labour within the household • Adoption of gender-sensitive business tools and services by national and intermediary institutions • Number of countries adopting gender-budgeting mechanisms • Resources leveraged for women's economic activities and poverty eradication by national and intermediary institutions • Adoption and implementation by countries of ILO convention on home based work, CEDAW and Convention on Civil and Political rights
5. Engender macro-economic frameworks and build capacity of countries to manage globalization and economic	• Stronger partnership with UNDG in its effort to support the United Nations system-wide effort to halve extreme poverty by 2015	• Number of strategic partnerships developed and strengthened (with UNDG, Bretton Woods institutions, the European Union, CSOs and

Strategic area of support	Intended outcomes a/	Indicators
transition from the perspective of poor women (macro level)	• New and Improved partnerships with Bretton Woods institutions, the European Union and CSOs to promote economic policies for women's empowerment • Increased understanding by policy-makers of the impact of trade, debt-relief and other economic policies on women's livelihoods • Changes in policies and legislation to affect women's livelihoods positively • Engendered debt relief policies to ensure that women benefit from the resources that are generated • Strengthening of women's committees within mainstream economic structures to advise on policies • New or stronger mechanisms at the global level to regulate and increase accountability for women in global economic and financial policy-making • Improved mechanisms to measure and monitor the degree to which feminized poverty is reduced and women's income poverty is measured	United Nations organizations) • Relevant data generated for use in advocacy, policy and programming for gender equality • Availability of data to reflect women's income poverty at the household level • Number of countries adopting gender-sensitive debt-relief policies • Number of public pronouncements and decrees on pro-women policies and legislation • Number of documented cases of pilot programmes addressing feminized poverty • Number of poverty alleviation programmes engendered • Number of projects upscaled by larger donors • Number of women's committees and gender mainstreaming mechanisms in place • Extent to which MERCOSUR, IGAD, Economic Community of West African States, APEC, the Lomé Convention and other trade treaties are gender inclusive

(b) Women's human rights and the elimination of violence against women

The next four years will be a period of deepening and consolidation of UNIFEM work on human rights and the elimination of violence against women. The overarching strategy will be guided by the use of a rights-based approach to UNIFEM programming activities. Training of UNIFEM programme staff on this approach will help to position the organization as a substantive partner to Governments, NGOs, donors and United Nations specialized agencies, funds and programmes.

Strategic area of support	Intended outcomes	Indicators
1. Support strategic interventions to enhance ratification and implementation of CEDAW, including the Optional Protocol (local, national and global levels)	• Stronger legal and policy frameworks in support of gender equality • Initiatives on the economic rights of women strengthened by linkages to CEDAW principles and obligations of equality and non-discrimination • Initiatives to translate the language of equality in the Convention into concrete gains for women	• Stronger legal and policy frameworks in support of gender equality • Initiatives on the economic rights of women integrating CEDAW principles • Successful strategies for gains in women's equality, including utilization of the Convention
2. Strengthen capacity of women, policy-makers and judiciary to use the Women's Convention as a strategic tool for the promotion of women's human rights and equality	• Knowledge base on how to bring about concrete changes in women's status created at national level, including emergence of a resource pool of national and regional experts on the Convention • Innovative, proactive use of the Convention in work by women's NGOs in advocating for women's human rights • Equality for women realized in legal strategies and court decisions, as judges and lawyers at the national and regional levels use the CEDAW framework for equality and non-discrimination	• Availability and wide dissemination of information on use of CEDAW for various constituencies (also available in local languages) • Increase in legal decisions that use CEDAW as a point of reference • Increase in number of success stories in utilizing CEDAW to bring about concrete beneficial changes in women's lives

Strategic area of support	Intended outcomes	Indicators
3. Strengthen interest, commitment and capacity at the national level to monitor and report on CEDAW, and support to the CEDAW Committee	• Increased participation and representation in the reporting process, strengthening CEDAW implementation • New partnerships developed between civil society groups and Governments in monitoring and reporting • Innovative and participatory mechanisms established for collecting data/information on the status of women; producing CEDAW reports; and Convention implementation	• Increase in number of NGO networks/experts supporting and assessing progress in implementation of the Convention • Number and timeliness of Government reports • Strengthening of national-level expertise on reporting and documentation of violations of CEDAW principles and strategies for making equality for women a reality • Involvement of CEDAW Committee members in national-level dialogues and training on implementation of the Convention and the Optional Protocol
4. Support actions to eliminate violence against women, including domestic and sexual violence, harmful traditional practices, violence in conflict situations, HIV/AIDS, trafficking in women and children (local, national, regional and global levels)	• New and/stronger institutional frameworks and mechanisms in place for prevention of and response to violence against women • Enhanced knowledge and capacity of law enforcement officers, judges and legal practitioners, immigration officers, health-care providers, and social and educational workers, regarding women's human rights and the elimination of violence against women, using national laws and international treaties • Increased catalytic role of UNIFEM to strengthen cooperation and coordination among United Nations organizations working in the area	• Improved quantitative and qualitative data on violence against women, including indicators to measure violence against women • New legislation and/or legal reform to eliminate violence against women • Number of reported cases of abuse made by women, and indictments of perpetrators on incidence of violence • Number of initiatives developed in coordination and collaboration with United Nations partners • Resource allocation to the UNIFEM Trust Fund in support

	of violence against women, with a view to developing comprehensive approaches to eliminate violence against women • Strengthened operations of the Trust Fund in Support of Actions to Eliminate Violence against Women as part of the United Nations system-wide efforts to eliminate violence against women • Secured recognition of UNIFEM as a source of knowledge and repository of information on effective strategies for the elimination of violence against women • Increased understanding about and coverage of the linkages between the denial of women's economic rights and violence against women	of Actions to Eliminate Violence against women • Resources leveraged for and by Trust Fund grantees from other donors • Increase in documentation and replication of successful models • Wider and improved media coverage of incidents/issues of violence against women • Change in community attitude and behaviour regarding violence against women
5. Promote the respect, protection and fulfilment of all human rights of women economic, social and cultural as well as civil and political (local, national, regional and global levels)	• Increased capacity of women's human rights constituencies and networks to advocate for their rights, demand accountability, and achieve concrete results • Establishment of mechanisms for monitoring and respect of human rights of women and the promotion of a culture of accountability (Ombudspersons, national commissions on human rights, regional/national rapporteurs on violence against women, etc.)	• Availability and wide dissemination of data on violations of women's human rights used for advocacy at all levels, including: policy, activism, judicial arenas, media, NGO actions, and regional human rights mechanisms, NGO shadow reports to United Nations committees, United Nations reports (such as Special Rapporteur reports)
	• Critical human rights issues for women identified in the area of economic empowerment, around which analysis can be strengthened and	• Women's human rights concerns reflected/integrated in programmes of the United Nations organizations and other partners

Strategic area of support	Intended outcomes	Indicators
	advocacy developed, i.e., rights to inheritance, food security, development	• Availability and dissemination of information and advocacy materials on use of human rights mechanisms at the national, regional and international levels (both in print and electronically)
6. Ensure participation of women in the processes leading to the establishment and operation of the International Criminal Court (ICC)	• Gender perspectives incorporated in all basic documents and mechanisms governing the establishment and operations of ICC • Support to women in developing countries to be actively involved in the process of ratification of the statute of ICC	• Increased availability of information on gender implications of ICC mechanisms • Involvement of women's advocates from all regions in ICC processes

(c) Governance and leadership

Engendering governance and leadership to increase women's participation in decision-making processes that shape their lives will continue to represent a priority goal within UNIFEM work over the next phase of the Strategy and Business Plan. The emphasis on engendering governance and leadership will be particularly critical for providing effective responses to challenges emerging from the process of globalization. The Fund will also expand the level of its interventions for engendering peace-building and reconstruction processes and for supporting women leaders to participate effectively at all stages of these processes - from the community level to the peace table.

Strategic area of support	Intended outcomes	Indicators
1. Strengthen the capacity and skills of women and women's organizations to facilitate their access to political and economic decision-making positions and to support their development as transparent, accountable, transformational leaders, who can effectively advance a pro-poor and pro-women agenda (micro/meso/macro)	• Increased women's awareness of their equal rights to political and economic participation • Increased women's understanding and knowledge of political and economic processes, including an analysis of national budgets, economic literacy and policy-making processes at local, national as well as global levels • Enhanced capacity of women to advocate for policy and legislative reforms for gender equality and for economic, social, political reforms at local, national and global levels • Greater visibility of women's leadership roles at local and national levels	• Number of women participating in elections at local and national levels • Number of women appointed to high-level decision-making positions in national, global and private sector institutions • Integration of recommendations by women leaders, women's caucuses and networks, women's national machineries, into policy-making at local, national and global levels • Visibility of women's advocacy for increased participation and role in economic and political decision-making • Increase in gender responsive legislation and policies adopted
2. Advocate for and promote an enabling environment for women's equal participation in political and economic governance at local,	• Mechanisms established or strengthened to track women's political participation and the implementation of national	• Availability of data exposing obstacles for women's participation in political and economic decision-making

Strategic area of support	Intended outcomes	Indicators
national and global levels, and increased recognition and support for their role in decision-making (micro/meso/macro)	commitments to gender equality, through strategic global and national partnerships (Inter-Parliamentary Union, IULA, United Nations partners, civil society) • Engendered country censuses and national data-collection systems • Increased recognition and understanding of women's social, economic and political contributions to society	• Change in attitudes among politicians, media and other decision-makers, with regard to women's right to equal political participation
3. Support the engendering of national and global governance processes through: (a) Support to the implementation of national action plans and strategies for gender equality and women's empowerment, particularly in the follow-up to the Fourth World Conference on Women (meso level) (b) Advocacy/support for new and/or strengthened mechanisms/procedures for holding global actors accountable to the impact of global policies on women's lives (macro level)	• National plans adopted, implemented and monitored through partnership of governments, legislature, civil society and the United Nations system • Increased implementation/ enforcement of national policies and legislation in support of gender equality • Enhanced involvement/role of women's national machineries, as well as gender structures at national/regional/global levels, in shaping national/global economic, financial and social policies • Global actors (including private sector) are more accountable to the impact of global economic and financial policy-making on women	• Number of women and their level of participation in local government, parliaments, governments, as well as private sector and multilateral bodies • Adoption/revision and level of enforcement of legislation for increased women's political participation at local and national levels, as well as other legislation for gender equality • Budget allocation for the implementation of national action plans for gender equality at national and local levels
4. Promote recognition and support of the role of women's leadership in building peace in crisis and post-crisis situations by:	• Increased understanding and recognition of women's contribution to peace-making processes at the ground level	• Number of women participating in different phases of peace processes, including peace negotiations and formulation

Illustrative areas for support	Intended outcomes	Indicators
(a) Raising visibility of women's positive contribution to peace-building processes at the ground level and to their right to participate in political decision-making processes for peace (micro/meso/global) (b) Building women's capacity to influence formal peace-making processes and facilitating the establishment of regional and cross-regional alliances of women working for peace (micro level) (c) Providing support for the promotion and protection of women's human rights in conflict-affected countries (global) (d) Supporting processes for engendering policy frameworks that inform peacebuilding and reconstruction programmes at regional and national levels (global)	• Increased understanding of the social, economic and psychological impact of war on women and girls • Enhanced advocacy, negotiation and conflict resolution skills of women • Increased participation of women at higher levels of decision-making in formal peace processes • Humanitarian interventions and post-conflict reconstruction plans reflect women's priorities and special needs • New/rehabilitated public structures and legal frameworks established in post-conflict countries to support gender equality • Women survivors of war and war-related violence able to recover physically and psychologically, and are reintegrated into social and economic life	and implementation of reconstruction plans, peace missions, etc. • Level of response to violence against women in war situations (ICC, other actors) • Delivery and quality of serices for rehabilitation of women survivors of violence in war situations • Commitments made to gender equality in the reconstruction phase (ratification of CEDAW, engendering of national constitution, adoption of national action plan for gender equality) • Number and level of gender experts and gender-focused initiatives incorporated into programmes in post-conflict countries

Objective 2
Strengthen the capacity of the United Nations system to support women's empowerment and gender-mainstreaming in its policies and programmes

In order to build on the outcome of the previous Plan, and to impact further the United Nations reform process, the full complement of 10 gender advisors will need to be placed during the current Strategy and Business Plan. In addition, UNIFEM has the goal of increasing the number of gender advisors to countries whose harmonization cycle is concurrent with this Plan. The gender advisors will chair the Theme Group on Gender wherever possible, and if not chair, play a strong leadership role. In addition, they will support other sub-groups to ensure that gender is mainstreamed into all cross-cutting issues. At headquarters, UNIFEM will restructure the position of Gender Coordinator of the Gender Advisors/Gender Specialists to a unit on gender mainstreaming.

Strategic [illegible] support	Intended outcomes	Indicators
1. Provide support to UNDG to mainstream gender into the United Nations reform process at the policy level	• Increased awareness of gender issues and constraints to gender-mainstreaming in all priority areas identified by UNDG • Gender-mainstreaming goals integrated into all policies, programmes and initiatives supported and promoted by UNDG • Strengthened capacity of all United Nations partners/ organizations to mainstream gender into their respective areas of comparative advantage via strategic inter-agency partners	• Number of internally generated initiative(s) to sustain and enhance gender-mainstreaming by United Nations agencies/ bodies • Implementation of recommendations of UNDG Sub-Group on Gender • Number of senior management decisions and interventions that address gender-mainstreaming issues and goals • Number of workshops/ orientation sessions for United Nations country teams and resident coordinators that include capacity-building in gender-mainstreaming
2. Strengthen support to United Nations operational activities for development	• Recognition of UNIFEM regional programme directors and gender advisors as a resource for mainstreaming gender at the inter-agency level	• Numbers of gender-sensitive CCAs and UNDAFs • Number of thematic groups on gender regularly consulted in formulation of CCAs and UNDAFs

[illegible]	Intended outcome	Indicators
	• Increase in the number of UNIFEM gender advisors to support the resident coordinator system in engendering the United Nations reform process • Engendered common country databases CCAs and UNDAFs which disaggregate data by sex, and reflect a gender perspective throughout • Capacity-building of thematic groups on gender • Utilization of UNIFEM connections with grass-roots organizations to link the United Nations system with women's organizations in the formulation of UNDAF gender-equality programmes	• Number of UNDAF programmes using sex-disaggregated data • Demand for UNIFEM gender advisors • Number of UNDAF programmes that are formulated in participation with women's NGOs and grass-roots organizations • Number of UNDAF programmes implemented by women's NGOs • Level of resource allocation to gender-sensitive programmes and activities
3. Strengthened partnerships with United Nations agencies in mainstreaming gender at the operational level	• Strengthened collaboration between UNIFEM and other United Nations organizations/units on mainstreaming gender at the operational level • Strengthened capacity of UNFPA Country Technical Advisory Teams (CSTs) in gender, population and development at the country level in eight sub-regions • Linkages established between the ICPD and Platform for Action goals in United Nations-supported population programmes at the country level • Increased awareness of link between gender and HIV/AIDS	• Number of new initiatives in partnership with United Nations organizations/units • Engendered population and development programmes • National prevalence rate of HIV/AIDS at beginning and end of Strategy and Business Plan • Number of media reports that expose situation of women living with HIV/AIDS • Number of policies that address gender and HIV/AIDS

	• Strengthened NGO capacities to train women in how to practice safe sex • Media personnel trained to document the gender dimension of human rights abuses of people living with HIV/AIDS	
4. Promote national and local capacity to engender local and national systems, institutions, processes	• Strengthened United Nations capacity to support countries to mainstream gender at the local and national levels • Effective implementation of national plans for action for women's empowerment and gender equality • Strengthened capacity to support countries to mainstream gender at the local and national levels • Increased willingness of men to address and examine culture and attitudes that perpetuate unequal gender relations	• Engendered national statistics • Level of resources for structures and mechanisms for gender-mainstreaming • Number of activities undertaken by men or male-majority NGOs to support gender equality and women's empowerment

Objective 3
Strengthen the Fund's effectiveness by incorporating the principles of a learning organization and building strategic partnerships

In the upcoming period, UNIFEM will focus on strengthening its role as a knowledge provider to the United Nations system and its partners. Systems currently under development to strengthen UNIFEM efforts to extract and report on short-, medium- and long-term results of its initiatives will be strengthened, as will staff capacities to design, monitor and learn from process documentation and evaluation activities. These will be complemented by systems to strengthen UNIFEM knowledge-management and management-information systems.

Output	Intended outcomes	Indicators
1. Strengthen linkages and synergy between the organization's evaluation, impact assessment, management-information systems, public education strategies, and learning organization programmes, practice and principles	• Results of programme and thematic evaluations systematically used as the basis for changing and improving practice and programme approaches • Capacities of UNIFEM staff and partners to understand, innovate, and manage diverse approaches to evaluation and impact assessment enhanced • Innovative ways of documenting and disseminating programme processes and results incorporated into UNIFEM's major initiatives to support cross-regional and cross-thematic learning • Process and system of donor reporting improved • UNIFEM's public education, analytic and policy-oriented materials contain expert, in-depth analyses and recommendations based on lessons learned	• Programme documents regularly include description and budget allocation for multi-pronged evaluation/assessment/learning strategies • Monitoring and planning processes - e.g., strategic planning, six monthly reports, etc., -include in-depth discussions of lessons learned from learning activities • Number of replications and adaptations of approaches between regions and/or themes increases • Requests for and uses of UNIFEM public education, analytical and policy-oriented materials increase • Decrease in number of publications produced at the same time that there is an improvement in quality of each publication

	• Second issue of "Progress of the World's Women" benefits from feedback (positive and critical) received from wide and diverse audiences worldwide that have used the first edition (June 2000)	• Reviews and feedback relating to "Progress of the World's Women", indicates that it is taken seriously and has made a major impact on thinking vis-à-vis progress toward gender equality
2. Build further on the potential of new information/ communication technologies to support cross-national, regional, and global knowledge communities that are working to achieve women's empowerment and gender equality	• Increased accessibility of information to support women's economic and political empowerment supported through innovative ways of organizing and disseminating information generated through on-line discussions, websites, etc., on UNIFEM website, WomenWatch and other partners' websites • Pilots and partnerships to support integration of gender and women's interests in mainstream 'global knowledge' efforts developed, monitored and assessed	• Number and origination points of hits and visits to UNIFEM and WomenWatch websites increases • Number of links to relevant websites and on-line discussions - particularly in developing countries - increases • Increase in number of print and non-print materials citing UNIFEM and WomenWatch's website and other electronic information generated by UNIFEM and partners • Programme documents demonstrate joint pilots and partnerships to explore potential of ICTs

Objective 4
Ensure that UNIFEM personnel and programme management systems support the goals and programmes of the organization effectively and efficiently

In a constantly changing world, an organization needs to adopt flexible rules and procedures, which allow it to respond to emerging needs with innovative approaches. It needs to be able to identify new requirements and learn to respond to them. At the same time, an organization needs to combine clear and effective operational modalities with reliable management and control systems to maintain accountability in the use of its resources. Under this objective, UNIFEM intends to meet these challenges.

1. Ensure that UNIFEM efficiently recruits and retains the staff it requires to deliver its mandate	• UNIFEM resourced with staff whose competencies match the programmatic and operational requirements of the Fund • Job descriptions and post classifications accurately reflecting the nature and level of tasks to be performed • Staff continuing to perform optimally within agreed performance parameters and deriving continued professional satisfaction from their tasks and responsibilities • UNIFEM staff commensurate in terms of numbers, competencies and assignment location with the substantive requirements of the Fund and the overall income situation	• UNIFEM posts filled in a timely manner, as and when needed, with minimum vacancy time • Job descriptions and post classifications being kept up-to-date • 360 degrees performance appraisal systems implemented • UNIFEM field presence expanded in numbers and locations for better coverage of programme countries • Strengthened substantive competencies of staff at headquarters with concomitant reduction of programme support functions
2. The human resources of UNIFEM developed and matching programmatic requirements	• UNIFEM staff competencies upgraded both in sustantive programme areas and in procedures/operational modalities, to meet organizational requirements (selected topics for	• Staff development needs analysis conducted • Staff development plan formulated and implemented

Strategic area of support	Expected outcomes	Indicators
	training to include: thematic areas; results-based management; process documentation and impact assessment; programme development, monitoring and evaluation; programme and financial management; and corporate software utilization, including IMIS, FIMS, and the Programme Management Information system, when developed)	• Policy of 5 percent staff time invested in staff development implemented • Staff induction training package available to new entrants to UNIFEM
3. Strengthened organizational arrangements with external partners	• UNIFEM and UNDP partnership strengthened through the revision of their operational relationship, allowing for increased synergies and more effective cooperation • Respective roles and functions of UNDP and UNIFEM at the country level clarified • UNIFEM substantive capability for project execution recognized, utilized and adequately compensated • UNDP benefiting to the fullest from the availability of UNIFEM expertise for its own programmes • UNIFEM providing its substantive expertise effectively without being burdened by administrative/ management tasks • Continued strong partnership and cooperation with UNFPA, UNAIDS • New partnership arrangements developed with other substantive agencies of the United Nations system (e.g., ILO)	• Revised agreement on the operational relationship between UNIFEM and UNDP finalized and approved • UNIFEM executing an increasing number of UNDP projects or programme components in the areas of its comparative advantage • UNIFEM able to access SPPD funds for programme development support to UNDP • Cooperation agreement with UNOPS (and possibly other partners) allowing UNIFEM to undertake substantive projects/programmes responsibility while delegating administrative/ management tasks to agencies with comparative advantage in this area

4. Improved internal organizational mechanisms	• UNIFEM programmes being implemented smoothly and efficiently within clear procedural parameters set out in manuals and documentation easily accessible to all staff • Staff familiar with programming policies and procedures and able to apply them to the development of their programmes	• UNIFEM Programming Manual containing relevant programming procedures finalized and circulated to all staff • Implementation of UNIFEM programmes proceeding smoothly and meeting implementation, delivery as well as qualitative targets
5. Comprehensive and user-friendly financial and programme management in place and used by staff for smooth programme implementation	• Timely, reliable and comprehensive information on UNIFEM income and disbursement data available to staff at headquarters and in the field to meet programme financial management needs and provide basis for required financial reporting • Programme Management Information System fully developed, introduced and being effectively used by staff • UNIFEM staff empowered to manage autonomously projects under their substantive responsibility within clearly defined programming and operational parameters, as contained in the UNIFEM Programming Manual	• Full introduction of FIM to headquarters and field staff • MIS introduced and being used by staff at headquarters and in the field • Work pressure on staff diminished thanks to introduction of MIS • Project management authority increasingly delegated to field staff or staff directly responsible for substantive project management • Reduced need for programme support functions at headquarters

Objective 5
Build a larger and more diversified resource base

Current indications point to a continuation in the positive growth trend in UNIFEM resources in the coming future. This trend will be actively encouraged through the promotion of strengthened and new partnerships with bilateral donors and various private sector partners, and through the promotion of innovative fund-raising strategies.

In Charts 1-4 of the present document, UNIFEM examines two separate income-growth scenarios over the SBP period. The second scenario envisages an overall 20 percent rate per annum, with a slightly higher growth rate of 25 percent for income from multilateral and private than government sources. A less ambitious scenario foresees an overall 10 percent growth rate with a corresponding 15 percent increase in income from multilateral and private sources.

[illegible]	[illegible]	[illegible]
1. Continued strengthening and diversification of UNIFEM resource base	• UNIFEM meeting its income growth target of 20 percent increase per annum reaching a level of $50.3 million by 2003, or at least meeting the lower growth scenario of 10 percent increase and reaching the income target of $35.6 million by 2003 • UNIFEM resources from multilateral and private sources growing at a higher rate than government resources, reaching respectively a 25 percent or at least 15 percent increase per annum over the SBP period and showing an increasing differentiation of UNIFEM income sources	• UNIFEM income data
2. Development of innovative financing partnership	• Financing agreements similar to the one concluded with DFID in place with at least three more major donors	• Agreements with donors or other partners signed • Total resource from UNIFEM National Committees

	• More efficient and flexible process for contracting with private sector, bilateral and multilateral partners implemented • Resources mobilization by UNIFEM national committees considerably increased	

CHARTS 1-4

COMPARATIVE INFORMATON ON UNIFEM INCOME
BY SOURCE AND TYPE FOR 1997-1999, AND
INCOME PROJECTIONS FOR 2000-2003

Chart 1. UNIFEM income by source 1997-1999

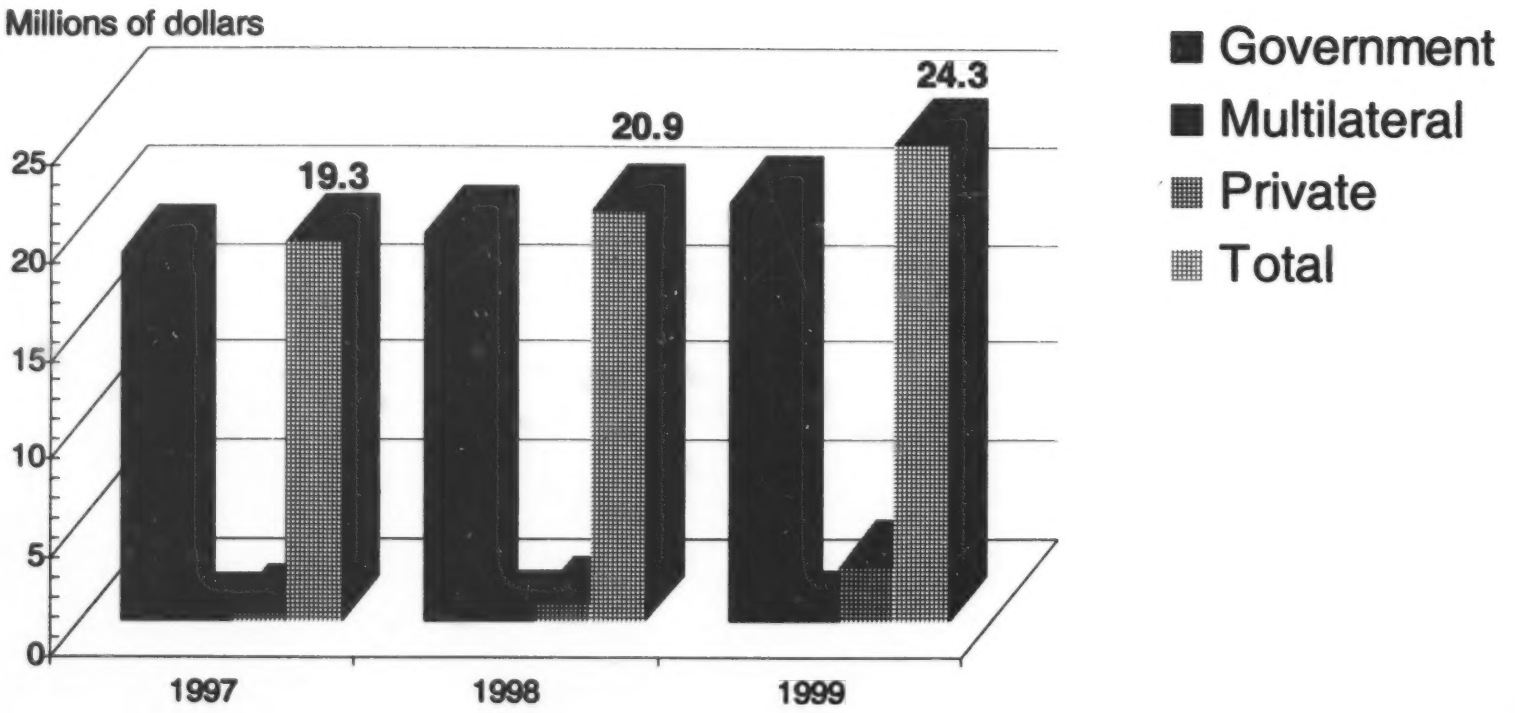


Chart 2. UNIFEM income by type 1997-1999

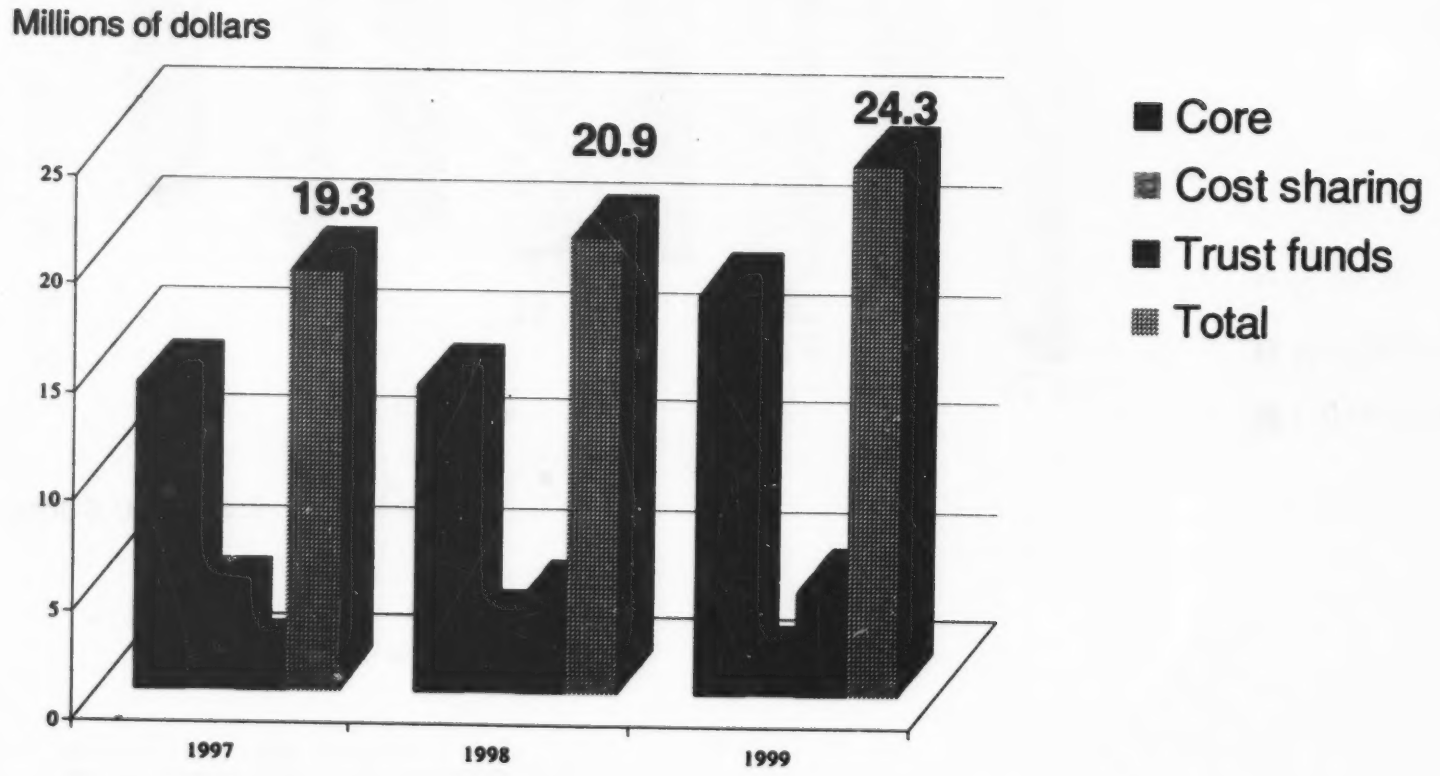


Chart 3. UNIFEM income projections 2000-2003
Scenario 1: 10% increase

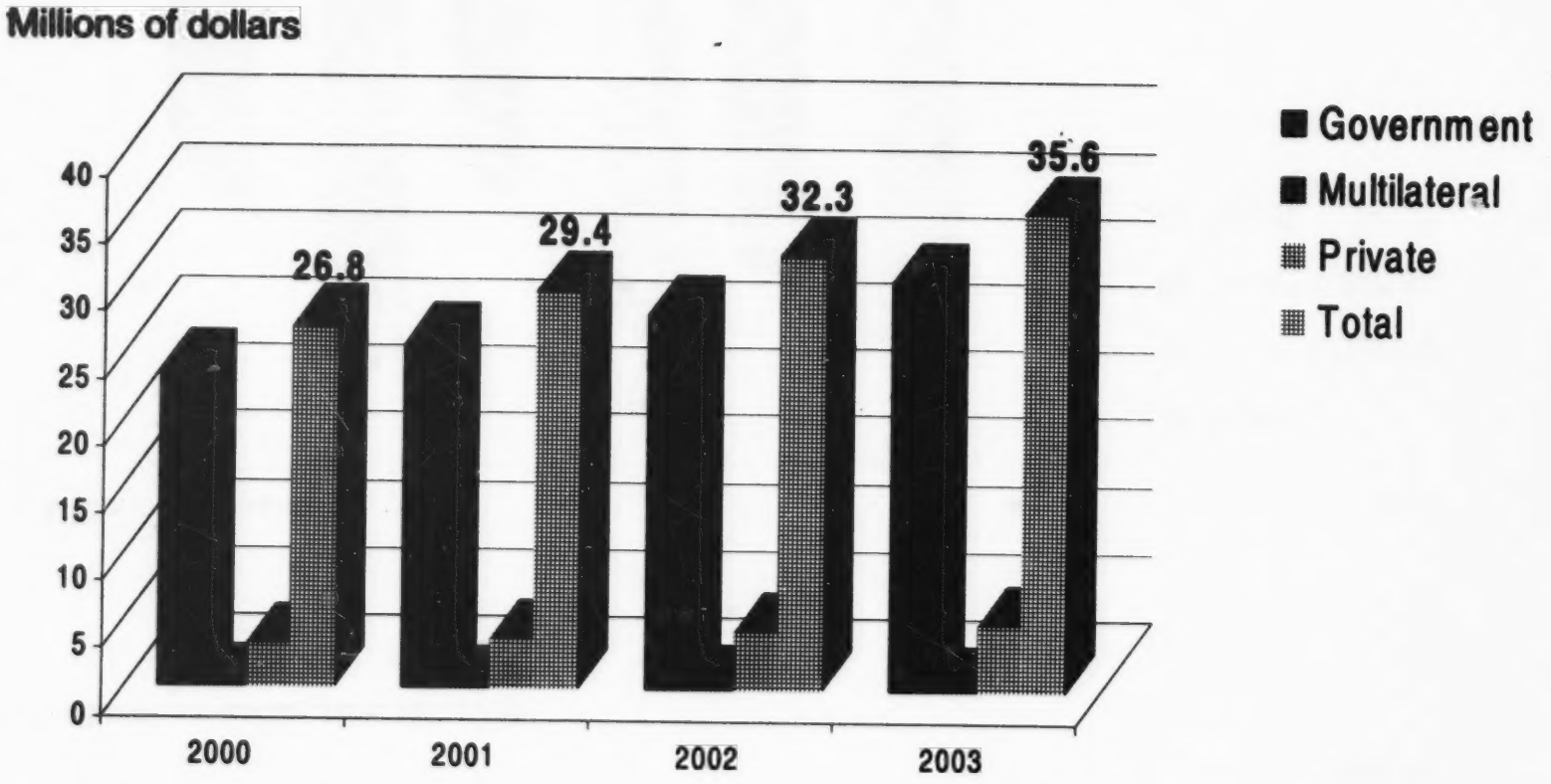
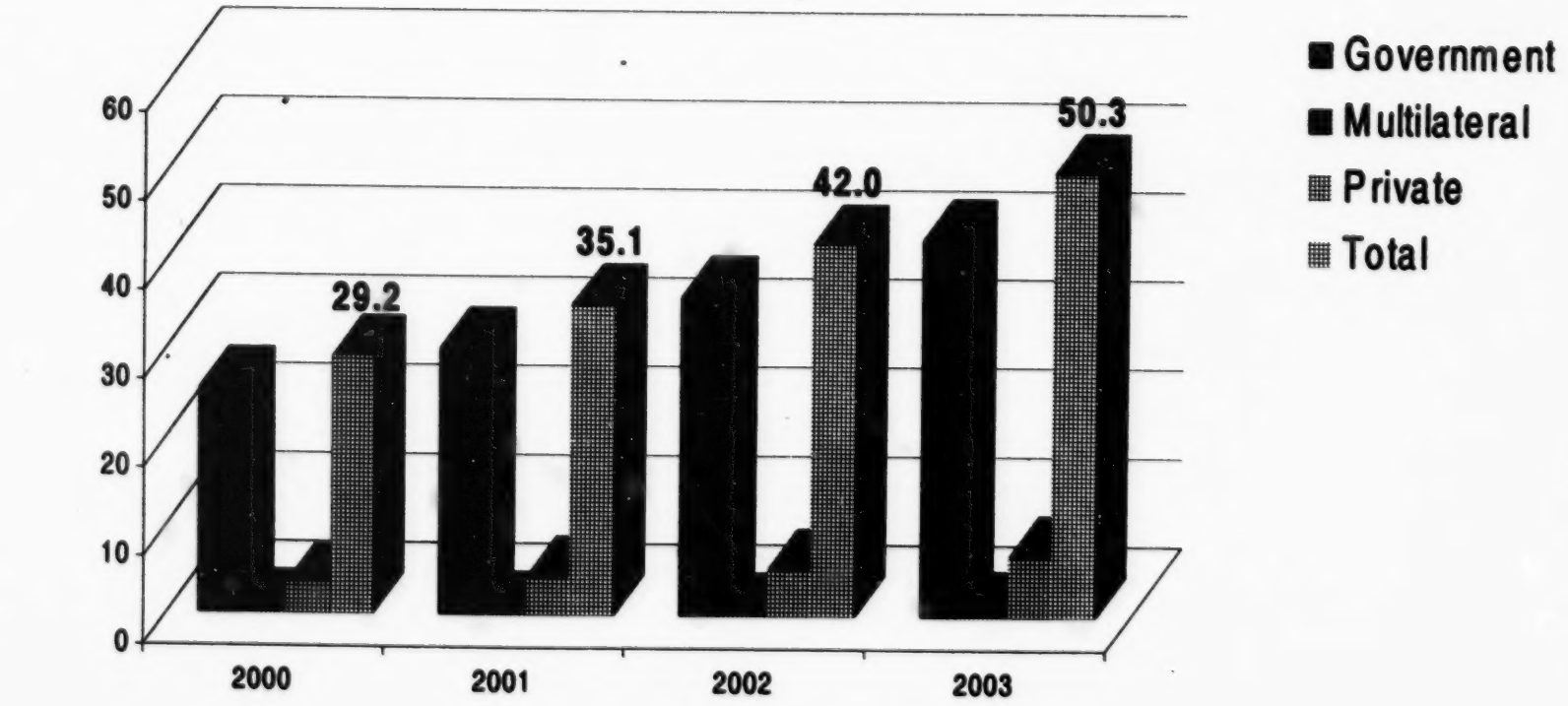


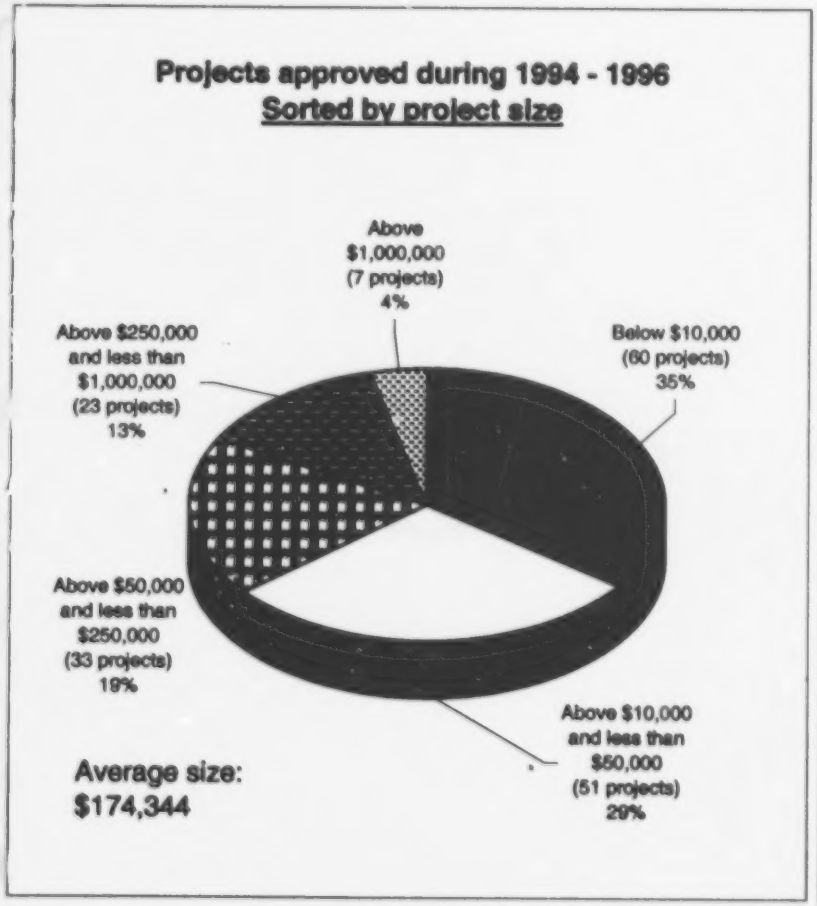
Chart 4. UNIFEM income projections by source 2000-2003
Scenario 2: 20% increase



CHARTS 5-7

STATUS OF PROJECT APPROVALS FROM ALL SOURCES

Chart 5. Status of project approvals from all sources by project size


Projects approved during 1994 - 1996
Sorted by project size
Above $1,000,000 (7 projects) 4%
Below $10,000 (60 projects) 35%
Above $250,000 and less than $1,000,000 (23 projects) 13%
Above $50,000 and less than $250,000 (33 projects) 19%
Above $10,000 and less than $50,000 (51 projects) 29%
Average size: $174,344

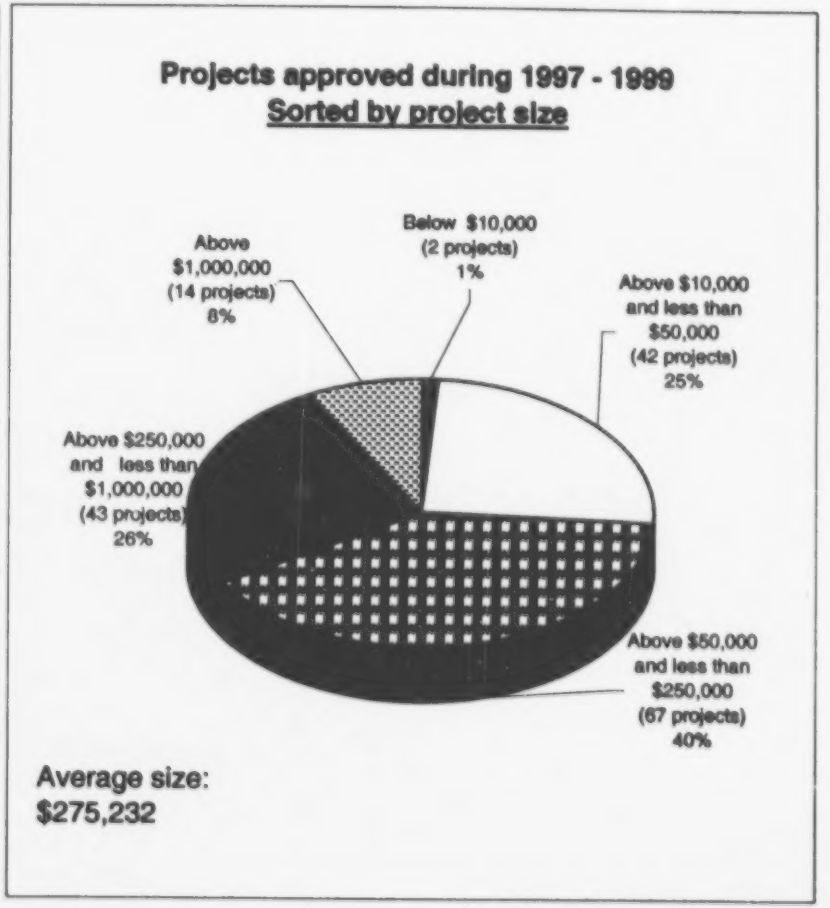

Projects approved during 1997 - 1999
Sorted by project size
Above $1,000,000 (14 projects) 8%
Below $10,000 (2 projects) 1%
Above $10,000 and less than $50,000 (42 projects) 25%
Above $250,000 and less than $1,000,000 (43 projects) 26%
Above $50,000 and less than $250,000 (67 projects) 40%
Average size: $275,232

Chart 6. Status of project aprovals from all sources by number of projects 1997-1999

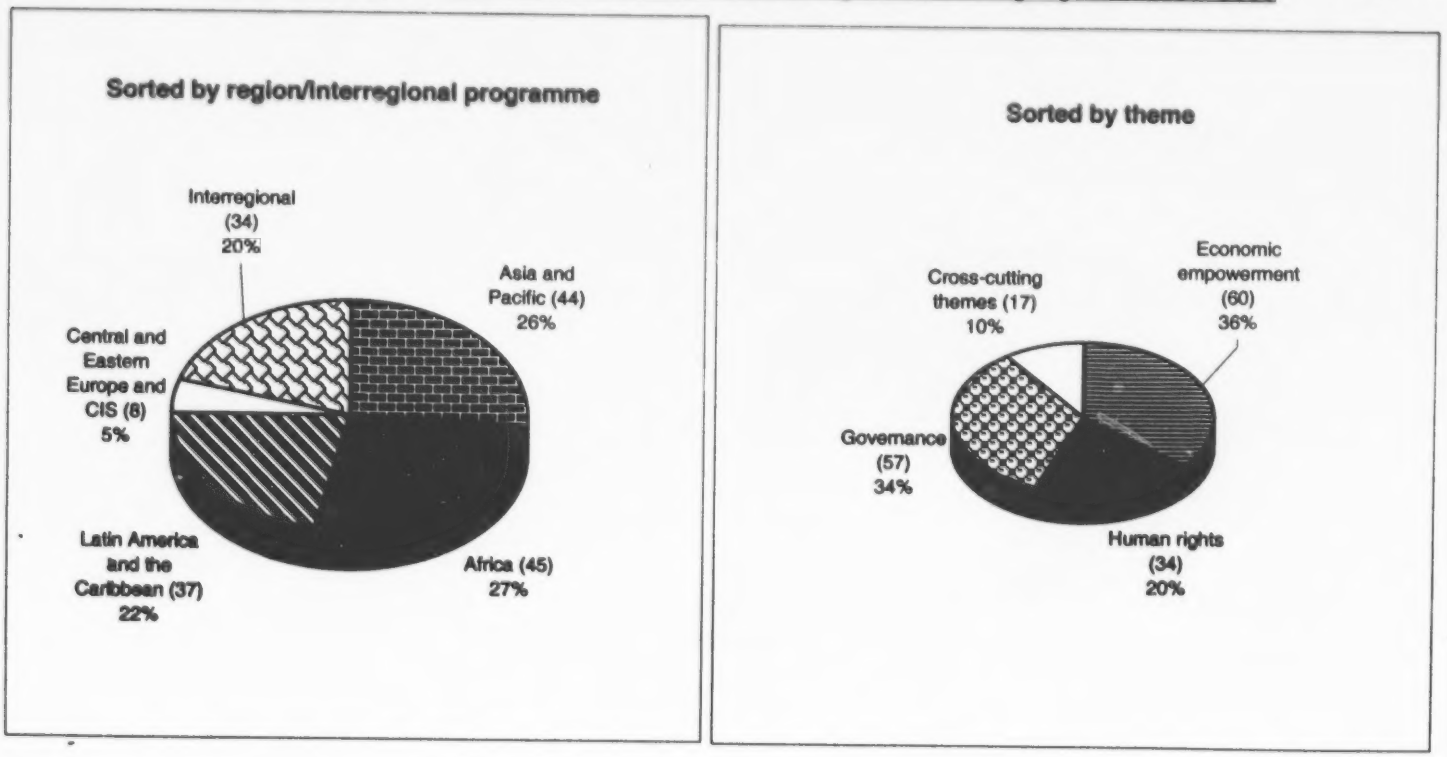
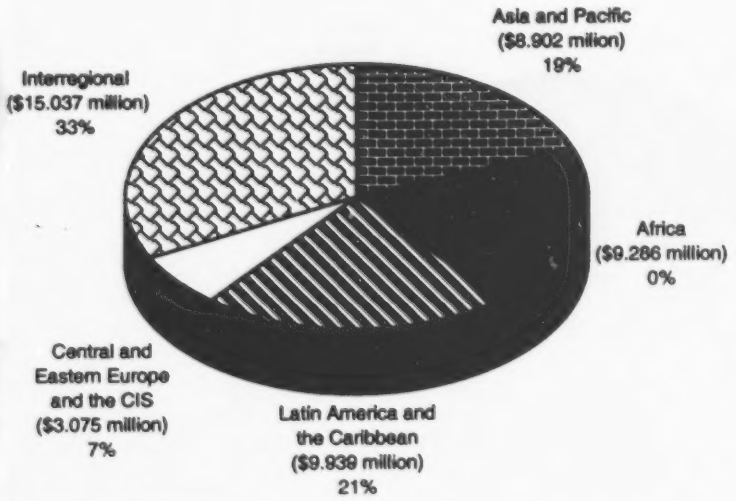

Sorted by region/interregional programme
Interregional (34) 20%
Asia and Pacific (44) 26%
Central and Eastern Europe and CIS (8) 5%
Latin America and the Caribbean (37) 22%
Africa (45) 27%
Sorted by theme
Economic empowerment (60) 36%
Cross-cutting themes (17) 10%
Governance (57) 34%
Human rights (34) 20%

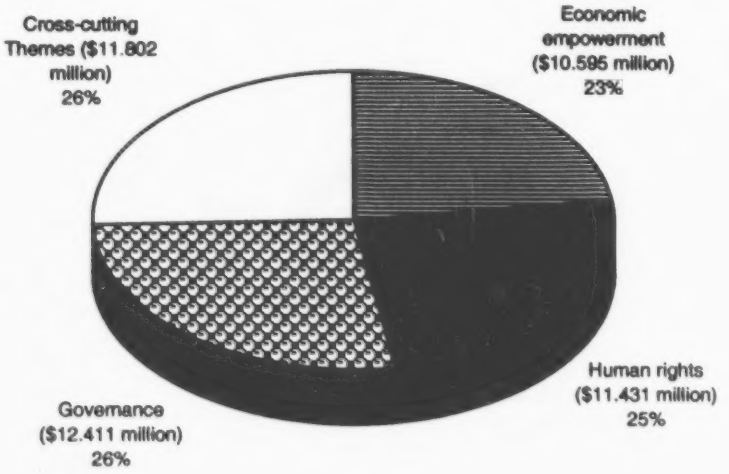
Chart 7. Status of project approvals from all sources by resources allocated 1997-1999

Sorted by region/interregional programme



otal:$46,239,000

Sorted by theme



Total:$46,239,000